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later and more pretentious foreign "Parliamentum." In fact the king might summon almost any group of subjects, political or economic, lay or ecclesiastical, or both, to a conference ("Colloquium") with his council, and such a joint gathering would be called a "parliament"—"Parliamentum." The well-known "parliament of Merchants" is an illustration directly to the point.

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*Employment Methods.* By NATHAN W. SHEFFERMAN. The Ronald Press, 1920.

This book is essentially a manual of practice on the selection, placement, and individual follow-up of the worker, although it recognizes and to a limited degree discusses certain of the broader phases of personnel management. It appears to be largely a detailed interpretation of observation and experience, and as such brings together many suggestive facts.

In its general conception the book is at times somewhat perplexing. Compare, for example, these quotations: "selecting the right man for the right job is the principal function of the employment manager, and the success with which he performs that function is almost the measure of his success in general" (page 139); "it is as an interviewer that the employment manager can best demonstrate his special ability . . ." (page 19); "the ideal employment manager, trained by assiduous practice in the duties of interviewing, finds himself prepared to take up his most delicate and difficult task of properly hiring, placing, and constructively holding workers; of restoring to industry the humanizing influence; of being a successful 'trouble agent' and 'pacificator'" (page 20); and "standing on neutral ground, the employment manager is the greatest force in industry today for the fusing of interests that in the past have caused management and worker to travel different roads" (page 357). While such excerpts taken from their general setting do not fully set forth the position of the author in each case, yet they are essentially fair to the author. It is also somewhat perplexing to have stated that the employment manager for the "business house" must hold the position similar to that indicated in the charts exhibited, and these charts place his position as ranging in rank from a vice-president to a subordinate of the office manager. Varied or at least unharmonized points of view like these leave one in considerable doubt concerning

appropriate plans and methods in organizing or maintaining an employment department.

In its particular content the book presents many valuable principles. Thus, in regard to establishing the employment department a constructive position is taken in stating that "the final plan will be a gradual development, the outgrowth of subsequent experience. Indeed, no plan is really final; that is to say, it can never be iron-bound and rigid. Every successful plan must be flexible and adjustable to conditions; its development should be in the nature of an organic growth" (page 22). Again, "transfers should not be subversive to discipline" (page 222). On the other hand certain points and opinions seem to be too freely accepted without judicial weighing, such as urging that "the payment of an adequate wage is the panacea for nearly all employment disturbances; it is the basic remedy for labor turnover" (page 210) and treating profit-sharing plans as service work (page 358). Again, the acceptance of certain theories of labor turnover without adequate presentation of the purpose and possible merits of other theories, limits the value of the turnover material. Possibly, however, it is asking too much, in view of the scope of the book, to insist on a comprehensive discussion of the broader problems of employer-employee relations.

One can get much useful information from this book in its restricted field of employment routine. Both the practitioner and the student, however, must regret the lack of any comprehensive references, either as further elaboration of the opinions expressed or in recognition of opposing theories. Also, one would like greater discrimination in the selection of the somewhat tediously detailed methods and forms.

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*Elements of Bond Investment.* By A. M. SAKOLSKI. New York: The Ronald Press Co., 1921. Pp. 158.

This little book presents "in a non-technical manner the principles underlying bond investment." Of the ten short chapters, chapters i-iv cover the general ground of fundamental principles and classification, and chapters v-x are devoted to national, state, county and municipal, railroad, public utility, and industrial bonds respectively. Recent legislation is noticed, and a good use is made of historical illustration. An Appendix on "Sources of Bond Investment Information," and a full index conclude the volume.